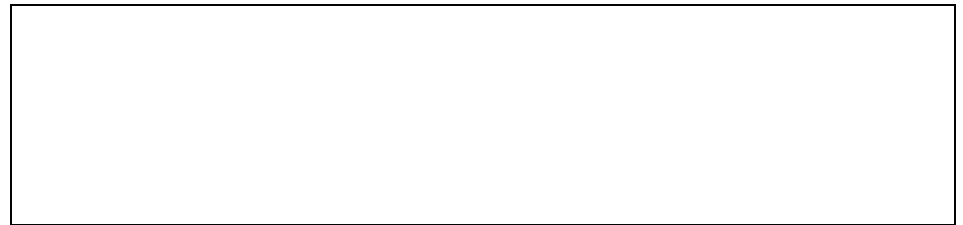


# ***Headquarters U.S. Air Force***

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## **Military<sup>ce</sup> Conferences Attendees Personnel Update**



***Lt Gen Roger Brady***  
***Deputy Chief of Staff, Personnel***

**U.S. AIR FORCE**

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**U.S. AIR FORCE**

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# ***Overview***

- ❑ Force Development**
- ❑ Service Delivery
- ❑ Force Shaping
- ❑ Culture of Airmen



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# ***Force Development Enlisted Leadership Levels***

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- **Tactical Level Development** - Gaining knowledge and experience in primary skill through job-related skill development (Tech school, OJT, FTD, etc) combined with educational and leadership experiences (ALS, Professional Development Seminars) and off-duty education. Junior enlisted through TSgt are normally at the tactical level
- **Operational Level Development** - Widening of experience and leadership ability within a family of skills through progressive leadership roles, special duties, military education (NCOA and SNCOA), and other educational opportunities. Normally, SNCOs at flight, on up to base-level CMSgts are operational level leaders. These are our key NCO *expeditionary* leaders
- **Strategic Level Development** - Opportunities to gain breadth of experience, leadership and managerial perspective to support institutional AF and joint efforts. For enlisted this normally is for top SNCOs who will/may be assigned to key positions at MAJCOM, Air Staff, and unified commands. CMSAF, MAJCOM CCMs, Career Field Managers, top leaders at Air Staff and AFPC are examples of strategic level enlisted leaders

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# ***Force Development***

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- **What it's about:**
  - **Accomplishing AF missions**
  - **Right People ... Right Place ... Right Time -- with the skills, knowledge, and experience necessary to win our nations wars**
  - **Creating and growing leaders capable of taking our Air Force to the next level of excellence**
- **What it's not about:**
  - **Development for its own sake**
  - **Developing everyone the same**
  - **Your next promotion**

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# ***Force Development (Enlisted)***

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- **Updating and Defining Roles and Responsibilities of CCMs**
  - **CCM IPT (May 03)**
  - **Rewriting AFI 36-2609, CMSAF and CCM Programs**
- **Clarifying Role of College in Enlisted Development**
  - **Enlisted Voluntary Education IPT (Jun 04)**
  - **Drafting CMSAF Perspective**
- **Define SNCO, 1<sup>st</sup> Sgt, CCM Combat Leadership Requirements**
  - **GWOT/OIF Enlisted Lessons Learned IPT (Jun 04)**
  - **Coordinating Recommendations with Process Owners**
- **On the Horizon**
  - **Update Enlisted Force Structure (Fall 04)**
  - **Developmental Assignments IPT (Fall 04)**

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# ***Overview***

- ☒ **Force Development**
- ☐ **Service Delivery**
- ☐ **Force Shaping**
- ☐ **Culture of Airmen**



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# ***What's Really Changing?***

- **Face-to-face support only where Personnel presence is required**
  - **Migrate transactions to the web and contact center**
- **Prioritize contact center stand-up - USAA model**
- **Establish objective MSS and MAJCOM organizations**
  - **Smaller footprint -- reallocate savings to warfighter**



**“...But you’ll always be able to talk to a human being!”**

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# Getting to the Delivery Model...

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## ~~Force Development Transformation~~

### FDT LAB

- Honors & Awards\*
- Debts
- Evaluations
- Reenlistments
- Retirement\*
- Disciplinary Actions
- Promotions
- Records Mgt\*
- Compensation & Pay
- Termination\*
- Inprocessing / Outprocessing
- Assignments\*
- Duty Status Change\*
- Voluntary Education\*
- Family Status Change\*
- Classification
- Employee Management Relations
- Readiness\*
- Education Administration\*
- PERSCO\*
- Testing
- Accessions
- Education & Training Spiral\*
- Manpower Spiral\*
- Civilian Unique Labs

Labs identify the  
service delivery  
model for  
transactional work

\*Combined Mil/Civ Labs

### Self-Service -

800%



Single site  
Single sign-on

### Contact Center - 15%



Single 1-800#

Tiered  
support



Case mgt  
24/7/365

### Face-to-Face

5%



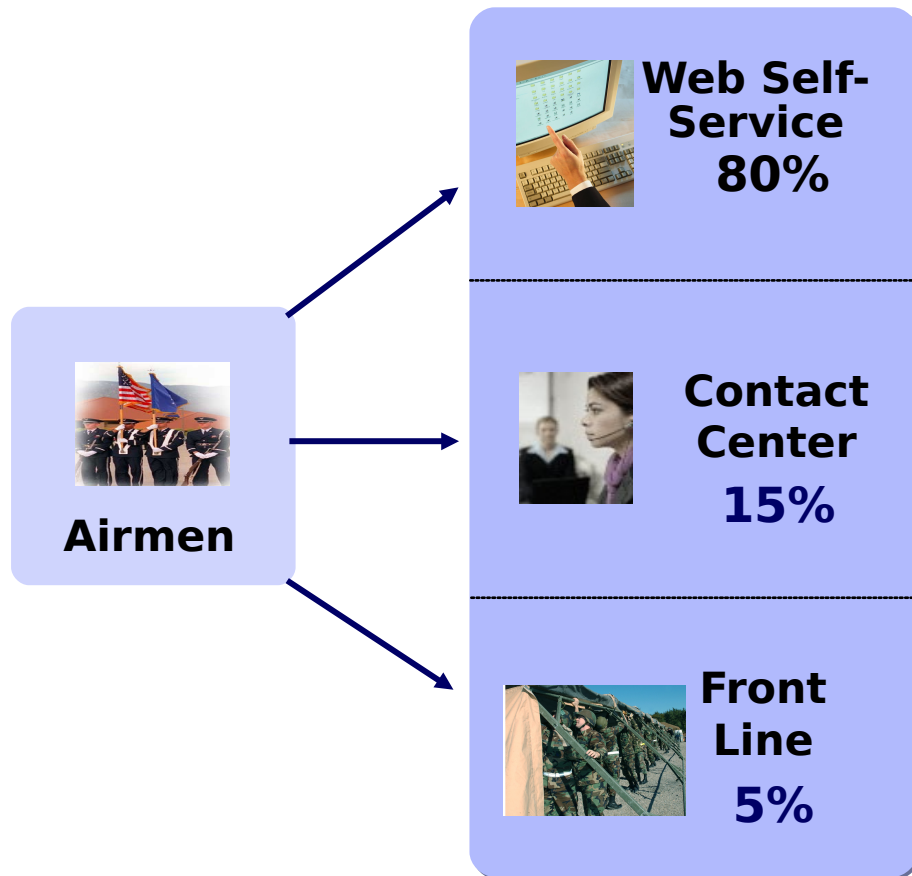
Personnel Experts and Customers Design the To-Be Process





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# *A New Way of Delivering Services*



- Assignment management
- In/Out-processing
- Voluntary separation processing
- Retirement processing
- Retirement counseling
- Family status changes
- Missing evaluations
- Technical assistance on self-service applications
- Newcomer orientation
- Family support
- ID cards
- Testing
- Casualty assistance

**Make services less costly...and more convenient for Air Force People**

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# ***A New Role for the Personnelist***

- **Change focus from Personnel transactions to:**
  - **Advising commanders at base and MAJCOM**
  - **Supporting Force Development teams**
  - **Problem solving, career counseling, and readiness**

**Mission Support Squadron (MSS)**

**MAJCOM DP**

- **MSS Commander**
- **Force Development Advisor**
- **Manpower Advisor**
- **Readiness**
- **MAJCOM DP**
- **Force Development Advisor**
- **Employee & Labor Relations**
- **Classification/ Resource Management**
- **Career Counselor**
- **Legal/Policy Advisor**
- **Senior Officer Management Advisor**
- **Readiness Advisor**

**Change Focus to Developing Airmen**

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# ***What's Not Changing?***

- **Commander's domain**
  - Counseling / mentoring
  - Morale & discipline
- **Commander advisory support**
  - Senior officer management
  - Readiness
  - Family programs
  - Equal opportunity / diversity
  - Focus on warfighter support



**Keep the “Personal” in Personnel**

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# PERSCO Support



**HOME  
STATION**

Yesterday



• Deployed 15 January 2004

Today



**AIR FORCE CONTACT  
CENTER**

**FIELD ASSISTANCE  
CENTER**

- Update Assignment Preferences
- Update SGLI Forms
- Correct Duty History
- Correct Evals / Decs Errors
- Update Personal info, i.e. address
- Deployed MPF
- ~~MANPER-B~~ Functionality

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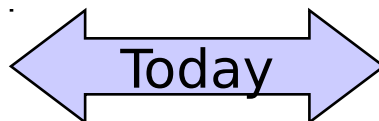


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# *In-garrison Support*



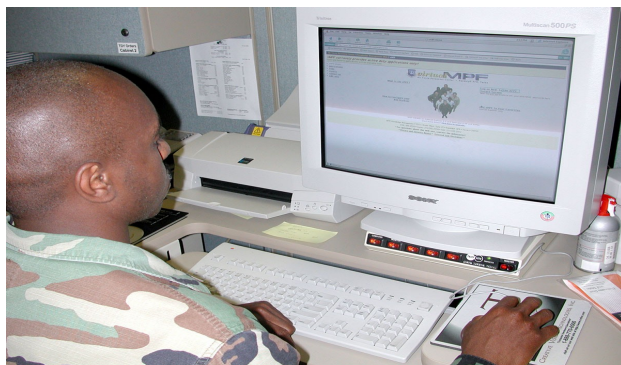
**MPF**



**Member**

**AF  
Portal**

**Tomorrow**



**vMPF**

• Services only available through vMPF - started 15 Mar 04

- Record Review
- Emergency data update
- RNLTD / DEROS Changes

• Humanitarian / EFMP

• Proof of Service Letter

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# Overview

- ✓ ☒ Force Development
- ✓ ☒ Service Delivery
- ☐ **Force Shaping**
- ☐ Culture of Airmen



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The chart displays the projected Active Duty Strength and Mobilized Reserve Strength Est. from FY03 to FY05. The Y-axis represents strength in thousands, ranging from 34,000 to 42,000. The X-axis shows months from September to September for each fiscal year. A green line indicates the target strength of 375.9K E/S, and a red dashed line indicates the 3% NDAA threshold of 370,079. Annotations highlight the impact of force shaping reductions and the need to meet the target.

Fiscal Year	Month	Active Duty Strength (E/S)	Mobilized Reserve Strength Est. (E/S)	Total Strength (E/S)
FY03	Sep	368,000	35,000	403,000
	Nov	368,000	35,000	403,000
	Jan	368,000	35,000	403,000
	Mar	368,000	35,000	403,000
	May	368,000	35,000	403,000
	Jul	368,000	35,000	403,000
	Sep	368,000	35,000	403,000
	Nov	368,000	35,000	403,000
	Jan	368,000	35,000	403,000
	Mar	368,000	35,000	403,000
	May	368,000	35,000	403,000
	Jul	368,000	35,000	403,000
FY04	Sep	368,000	35,000	403,000
	Nov	368,000	35,000	403,000
	Jan	368,000	35,000	403,000
	Mar	368,000	35,000	403,000
	May	368,000	35,000	403,000
	Jul	368,000	35,000	403,000
	Sep	368,000	35,000	403,000
	Nov	368,000	35,000	403,000
	Jan	368,000	35,000	403,000
	Mar	368,000	35,000	403,000
	May	368,000	35,000	403,000
	Jul	368,000	35,000	403,000
FY05	Sep	368,000	35,000	403,000
	Nov	368,000	35,000	403,000
	Jan	368,000	35,000	403,000
	Mar	368,000	35,000	403,000
	May	368,000	35,000	403,000
	Jul	368,000	35,000	403,000
	Sep	368,000	35,000	403,000
	Nov	368,000	35,000	403,000
	Jan	368,000	35,000	403,000
	Mar	368,000	35,000	403,000
	May	368,000	35,000	403,000
	Jul	368,000	35,000	403,000

24K



**U.S. AIR FORCE**

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# ***Force Shaping***

- **Over accessions, historic retention - AF projected 24K over end-strength by end of FY05 w/o Force Shaping initiatives**
  - **FY05 target is 359.7K; projected to be at approximately 383K**
- **Force Shaping Phase 1 - Feb-Mar 04**
  - **Included PALACE CHASE transfers, LADSC waivers, DOS rollbacks**
  - **Yielded 2,545 additional retirements/separations**
- **Force Shaping Phase 2 - Implemented Jun 04**
  - **Opens Phase 1 aperture**
  - **Career Job Reservations (CJR)**
  - **Approves 20+ year retirement applications**
  - **Introduces 2-yr TIG for O-6/5s**
  - **Yield at ~2,200 as of 30 Jul 04**
- **Cuts accessions by 14K - focuses cut on overmanned AFSCs**



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# ***Managing the Stress***

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***No increase in end strength “Transformation means shifting resources from bureaucracy to the battlefield”  
- SecDef Rumsfeld***

- **Approved methodology to monitor all AFSCs**
- **Adjust our skill mix while getting down to authorized end strength**
- **Stress factored into accession redux - protect most stressed**
- **Convert mil to civ positions -- when appropriate**
- **“Health of the Fleet” reviews at CORONA South and FDC**
- **Overhaul manpower requirements determination**

**Focus on our Core Competency...Developing Airmen**

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U.S. AIR FORCE

# Overview

- ✓ Force Development
- ✓ Force Shaping
- ✓ Service Delivery
- Culture of Airmen



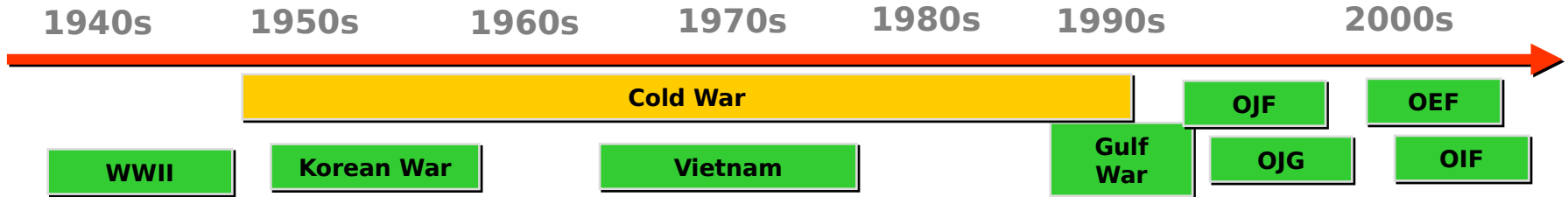
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# The USAF in the USA

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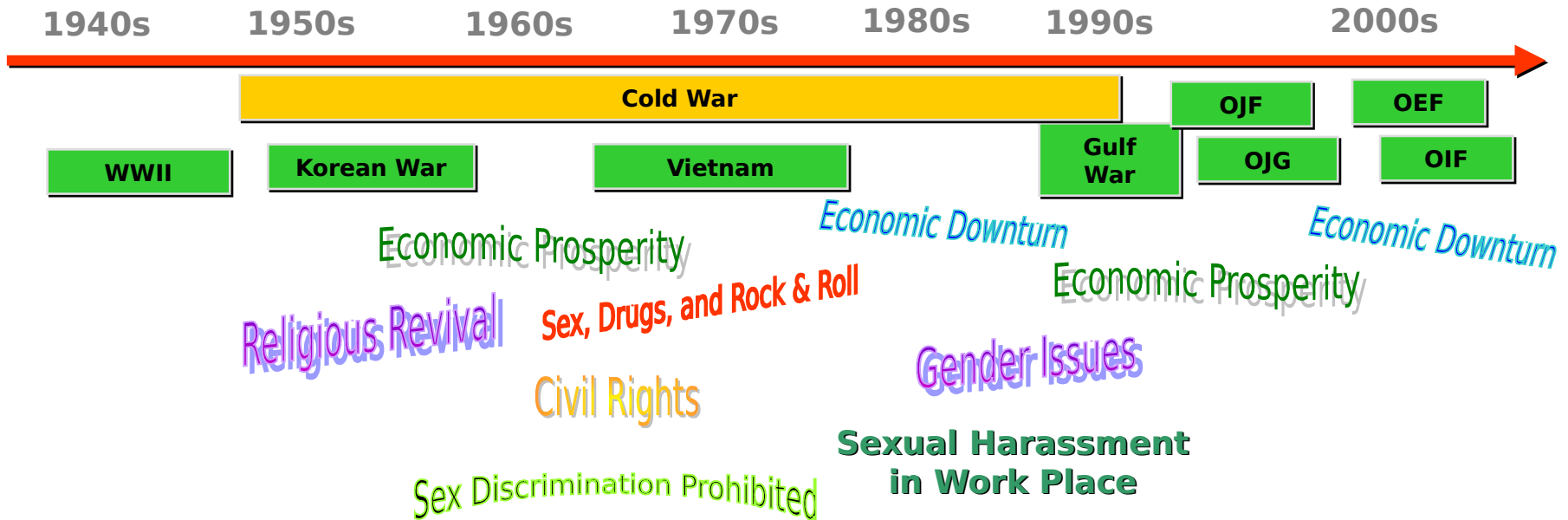
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# The USAF in the USA

U.S. AIR FORCE

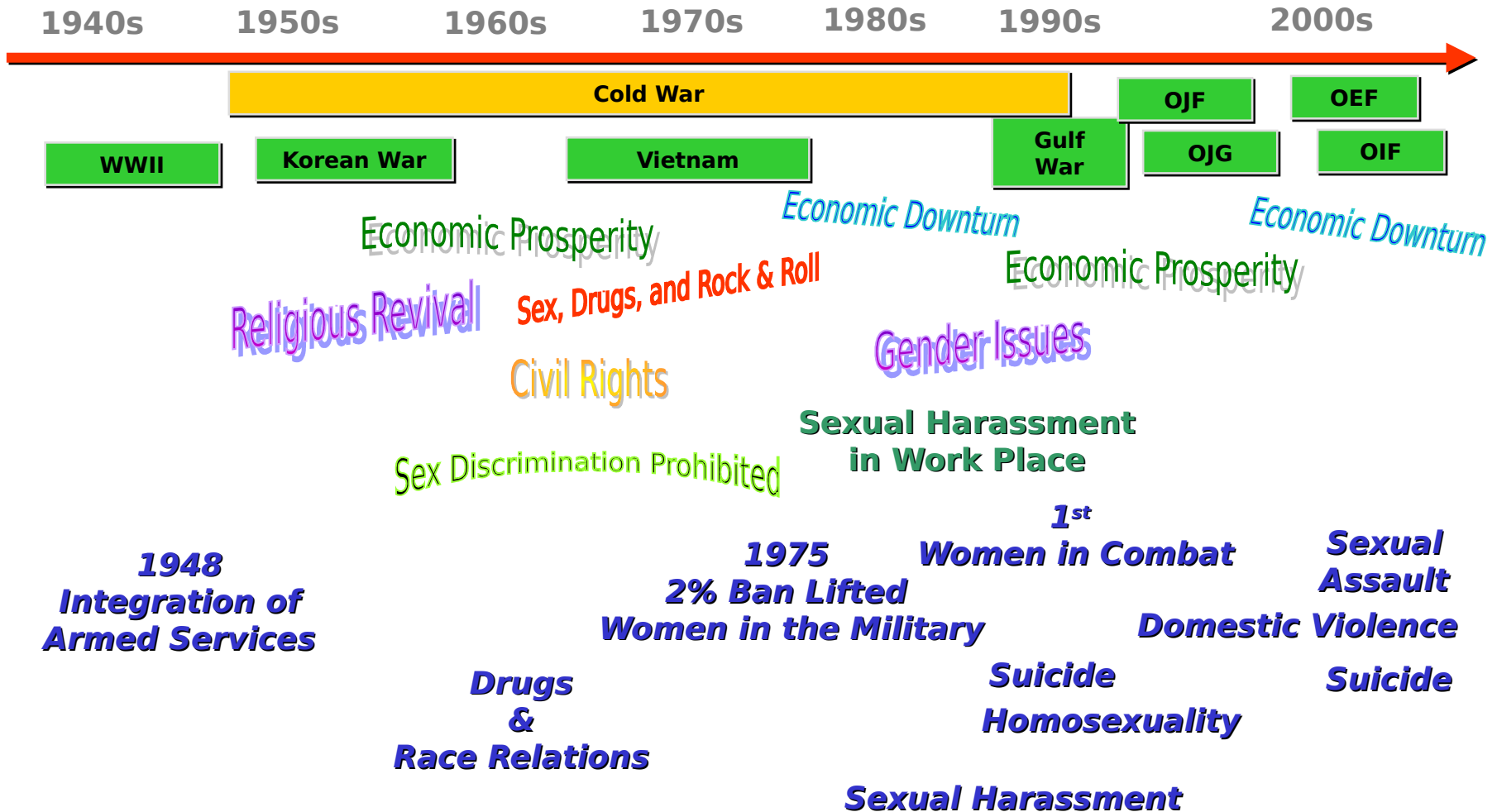


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# The USAF in the USA

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# Things Are Different...

## Top 5 Disciplinary Problems in Public Schools

### 1950s

- Talking
- Chewing Gum
- Making Noise
- Running in Halls
- Getting out of turn in line

### 2000s

- Drug Abuse
- Alcohol Abuse
- Pregnancy
- Suicide
- Rape

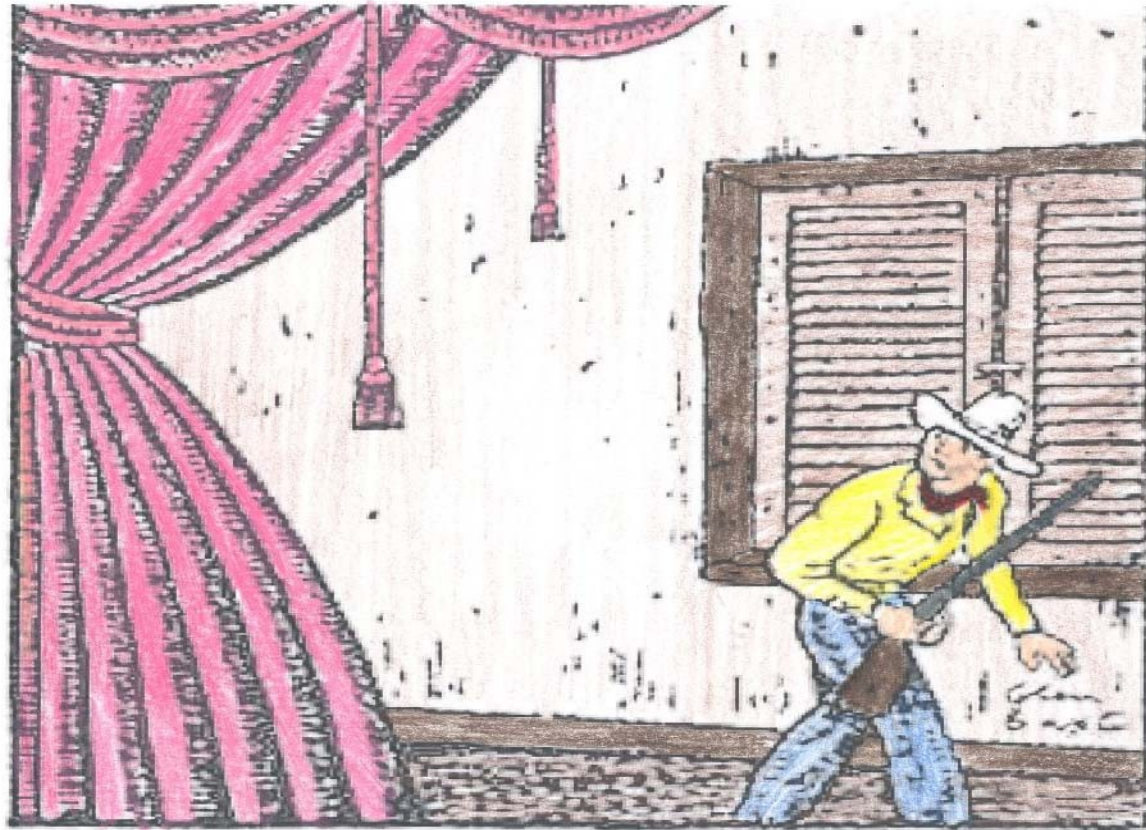
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# Things Are Different...



A WIND OF CHANGE WAS SWEEPING THROUGH  
THE OLD BUNKHOUSE, AND ZEKE DIDN'T  
CARE FOR IT ONE LITTLE BIT.

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# How Do We Respond ?

## Compliance

- Obey law
- Limiting liability
- Avoid negative consequences and publicity
- Maintain Status Quo

**Reactive**

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# How Do We Respond ?



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# How Do We Respond ?

## Compliance

- Obey law
- Limiting liability
- Avoid negative consequences and publicity
- Maintain Status Quo

## Justice/Equit

y

- Do the right thing -- fairness
- Attempt to equalize result to make up for past - level the playing field
- Treat everyone the same after that
- Mutual Respect

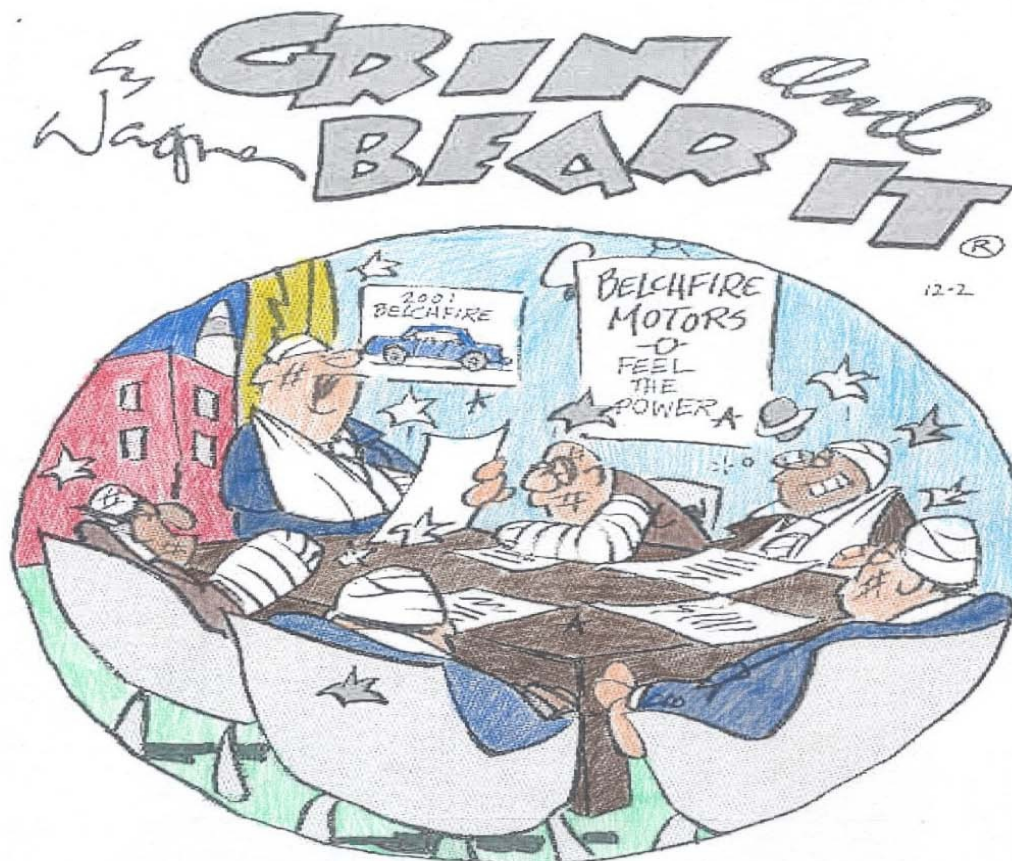
Reactive

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# How Do We Respond ?



*"It seems that the other auto companies are using something called crash-test dummies."*

Models of Change

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# How Do We Respond ?

## Compliance

- Obey law
- Limiting liability
- Avoid negative consequences and publicity
- Maintain Status Quo

## Justice/Equity

- Do the right thing -- fairness
- Attempt to equalize result to make up for past - level the playing field
- Treat everyone the same after that
- Mutual Respect

## Mission Imperatives

- Pursue changes for sake of AF, not for individuals or groups
- Optimize talents, perspectives, experience of diverse force
- Nurture the attitudes and values critical to success

**Reactive**

**Proactive**

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# ***Deal With the Present ... Shape the Future***

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- ***Learn*** about the current, pressing issues
- Take ***positive action*** to address the problem
- ***Build*** the culture for the future

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A collage of various American military and historical images. In the top center, a soldier in a uniform holds a flag. To the right, a military aircraft flies in the sky. In the bottom right, two soldiers in camouflage run through a field. In the bottom left, a large American flag is displayed. In the top left, a person in a red robe stands in front of a building. A central dark blue shield-shaped overlay contains the text "What's on your mind?".

**What's  
on your  
mind?**